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23 July 1953

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DDA Memo, 4 Apr 54

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Date: 310178 By: 025

04m-2

MEMORANDUM FOR: The Inspector General

SUBJECT : Personnel Office

1. The following is submitted in response to your request for an objective evaluation of services furnished this Office by the Personnel Office. In order to avoid meaningless generalities, I offer comment regarding each major personnel function as well as the Personnel Office as a whole.

Recruitment - Evaluation of the recruitment program involves two distinct elements: quantitative appraisal and qualitative appraisal. As to the former, applicants for professional level positions are generally available in numbers adequate to permit filling many vacant positions with reasonable dispatch. This is not true, however, of instructors in clandestine tradecraft, linguistic scientists (except in the fields of Germanic and Romanic languages) and Junior Officer Trainees. The number of applicants for clerical and stenographic positions would appear to be entirely inadequate as evidenced by the extremely long average time required to fill such positions. In addition, the level of skills of a large number of persons hired by the Personnel Office to fill clerical-stenographic positions throughout the Agency is proven to be submarginal when they are tested during the EOD process. The experience of this Office would also indicate that the cause of dissatisfaction and ultimate resignation of a significant number of non-professional employees is irresponsible commitments of recruiting officers regarding promotion, overseas work, etc.

Placement - Evaluation of the placement program as extended to this Office indicates it has been generally satisfactory. It is suggested that it would be advantageous if all personal contacts with applicants who have been selected for employment were made by or through the appropriate placement officer rather than by personnel clerks of the Transactions and Records Branch. Under present practice, the placement officer has no contact with an applicant from the time of his selection for employment until the regular follow-up interview conducted ninety days after entrance on duty.

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Transactions and Records - This Office has little direct knowledge of the effectiveness with which routine personnel actions, personnel files, personnel statistics, etc., are processed, recorded and maintained. It has been suggested above that routine handling by low-level clerks of personal contacts, inquiries regarding Agency policies, etc., during the employment processing of new personnel leaves much to be desired. There seems little wisdom in using a \$9,000 per year recruiter to bait the hook and a \$3,000 per year clerk to reel in the prospect.

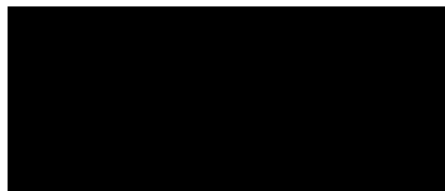
2. Services furnished this Office in connection with processing for foreign travel, position classification and wage administration, military personnel and employee relations have been generally very satisfactory.

3. There are some personnel services which to the best of my knowledge are not being rendered but which I believe should be. Thus I would urge that there be developed as soon as possible minimum qualification standards applicable to each significant category and level of position. Promulgation of such standards would permit establishment of a clear, equitable and constructive CIA promotion policy. Needless to say, it would also permit practical administration of an effective Agency-wide policy of selection-from-within to fill vacant positions now filled principally by recruiting new employees at the higher grades. These are fundamental to the progressive development and utilization of men, to many objectives of the career service program, to any career service.

4. I would also suggest improvement in the accumulation, reporting and analysis of personnel statistics. As presently made available to this Office, personnel statistics are largely historical in concept and value and would seem to be of use principally to the Comptroller and the Personnel Office. To be of value to the Director of Training, personnel statistics must be a tool of management of this Office. Balanced labor force is more important than sheer number of people on board. Attrition by cause, by division, may help identify soft spots in the line of command. But Statistics on the Office of Training as a whole are of very little assistance in the management of the Office.

5. The following individuals in this Office spend a portion of their time handling personnel matters:

Headquarters



Personnel Officer	GS-12
Administrative Officer	GS-11
Personnel Officer	GS-9
Personnel Clerk	GS-4
Personnel Clerk	GS-4

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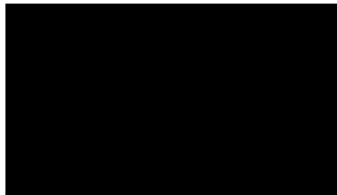
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SECURITY INFORMATION

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Personnel Officer	GS-11
Administrative Officer	GS-9
Clerk-Stenographer	GS-4

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M MATTHEW BAIRD

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1 July 1953

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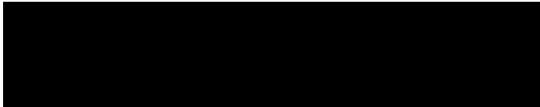
MEMORANDUM FOR: Director of Training

SUBJECT : Personnel Office

1. I am currently conducting a survey of the Personnel Office in an effort to determine its effectiveness, and whether the agency is properly organized for the most effective personnel management. Fundamental to this survey is the service which the Personnel Office furnishes to all components of the agency. Consequently, I am requesting that you furnish me on an EYES ONLY basis an objective statement of whether the service furnished your office by the Personnel Office is satisfactory and, if not, those matters which are not satisfactory.

2. As a further aid in this survey, would you indicate for me the exact number of individuals in your office (name, title and grade), including any on divisional or branch level, who spend any portion of their time handling personnel matters. This is obviously not meant to include division or branch chiefs who would handle personnel matters as a normal function of their executive responsibility.

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Lyman B. Kirkpatrick
Inspector General

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